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MANAGEMENT PROGRAM

for the

CITY OF MOUNTAIN VIEW

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Prepared by
City Manager's Office
June, 1974

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INDEX

	<u>Page</u>
Introduction	1
I. Background	1
II. Management Plan	8
A. Management Compensation	8
B. Management Development	23
III. Cost to the City	25
IV. Appendices	i
V. Revisions in the Personnel Rules and Regulations	iv
VI. Resolution for Implementation	vi

THE MANAGEMENT PROGRAM

INTRODUCTION

A management program is a systematic method of differentiating management personnel from other employees and providing these key employees with a personalized system of professional development, incentives, and recognition for performance results. The purpose of this report is to present a management program for management employees of the City of Mountain View.

I. BACKGROUND. As in most public agencies, the City of Mountain View has utilized a traditional approach in the compensation of its management employees. This method is based on a five-step pay range plan plus the standard employee "fringe" benefits now. In almost all cases the salary progression between steps is automatic (6 months to second step, yearly thereafter) and permanent. Rare exceptions usually involve disciplinary actions. Fringe benefits include sick leave, vacation, uniform allowance, and various insurance programs which are usually mandatory programs for all employees regardless of their preferences or needs.

In recent years there has been a growing realization in the public sector that this method of compensation is not effective in motivating management personnel and, in fact, that it might be breeding mediocre managers. This is true for one paramount reason - compensation is not based on performance. At present, so long as a management employee

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performs in an "adequate" manner and avoids disciplinary action, he is generally assured the same compensation as the most energetic, creative, and productive employee.

Leaders in the private sector very early realized that guaranteed compensation based on periods of longevity was not a motivation for superior performance. As a result, they developed compensation plans which directly tied compensation to job performance, particularly for their management staffs. While this is not a new approach in the private sector, it has only appeared in the public sector in the past few years.

As with compensation, cities historically have done a poor job in management development, particularly in identifying managers and differentiating them from the employees they supervise and direct. This lack of initiative has become especially important with the advent of public sector collective bargaining, new environmental issues, and other "future shock" problems public sector managers are increasingly required to cope with. Mountain View has been relatively progressive in the development of its management capabilities in that it has encouraged its employees to participate in training and educational programs, usually at city expense. The main deficiency, however, has been that the City has not identified all of our management personnel and provided them with the management training and identity necessary to weld them into a cohesive management team.

To summarize, Mountain View like most other agencies has traditionally compensated their managers in the same manner

as their other employees with the traditional "time-step-
merit type" pay plans. The City has failed to adequately
identify and fully develop the potentialities of its manage-
ment personnel. For many reasons - an important one being
the advent of collective bargaining in the public sector -
the City has come to realize that in order to develop and
maximize the potential of its management resources, a
departure from this traditional approach is warranted and
necessary.

Where We Are Now

The backbone of the City organization is comprised of department heads, division heads, and management personnel directly responsible for the technical and professional performance of city business. Currently this team is composed of 53 personnel throughout the organization. (An appendix identifying the classifications of these positions is attached.)

The City of Mountain View's labor relations resolution defines a management employee as one who has "significant responsibilities for formulating and/or administering city policies and programs." The definition further states that a management employee has "authority to exercise independent judgment, especially in personnel matters, and the exercise of such authority is not merely of routine nature but requires the use of independent judgment and discretion."

The key personnel identified as management in this program meet the criteria of the above definition. In addition,

strong arguments could be made that several other City classes should be included on this basis. These include public works supervisor, police sergeant, and fire captain. Although these first line supervisory classes perform some managerial duties, they have been included in the bargaining units of employee organizations and unions, and extraction at this time would be most difficult if not impossible. The fact that these positions were organized and included in a bargaining unit may be the best example of the City's failure to identify and differentiate managers before it became too late. Mountain View is not unique in this respect; this practice is so prevalent in California public agencies that numerous court cases have resulted, and all have held that the above classes cannot be excluded from bargaining units. Other City classes such as recreation supervisor, civil engineer, planner, and librarian are not included in the program as they perform as professionals. In establishing the management program, we have assigned management designation to those classes which clearly are managerial in nature and which the City is clearly justified in including in the program.

Current Compensation of Management Personnel

Theoretically, the current compensation for management personnel reflects their relative positioning with regard to levels of responsibility. For example, the Police Chief is compensated at a greater rate than administrative assistant

in recognition of the higher level and greater complexity of decisions that a Police Chief is responsible for. In most instances a salary survey of management classes will align the salaries approximately with their level of responsibility.

The present method of adjusting the compensation for management employees in Mountain View is generally tied to three factors: 1) Prevailing rates for similar positions in surrounding agencies, 2) increases in the Consumer Price Index, and 3) adjustments negotiated by employee associations and unions.

In the past Mountain View has periodically surveyed surrounding agencies in attempting to keep salaries competitive. This has not always been done annually; however, and during the interim periods, adjustments have been tied to negotiated adjustments for employee groups and increases in the cost of living. This is even more true for employee benefits. There has been little differentiation amongst employees in either the amount and types of benefits provided.

Why A Management Program?

As previously stated, the management program is a system with two major components - one to develop the full potential of management personnel and to weld them to a cohesive management team; the second being a program of incentives, monetary and non-monetary, which provides compensation, privileges, and recognition on the basis of job performance.

While it is true that traditional survey techniques do a reasonable job of compensating managers on relative levels of responsibility, these techniques do not provide any flexibility in rewarding a manager who performs his duties in an outstanding manner. At the same time, the system is relatively inflexible in withholding compensation for marginal performers or those whose performance does not warrant the same adjustments as other managers. For the outstanding performer, although his own professional and individual interests may provide strong motivation, the present system does not provide performance measurements nor incentives to encourage and sustain productivity at other than adequate and normally expected levels. A program with components such as management by objectives (MBO) where performance is measured and rewarded accordingly could well fill this need.

An increasingly important area where a management program will be very beneficial is labor relations. As mentioned earlier, the advent of collective negotiations in public agencies in the late 1960's has made urgent the designation and differentiation of management personnel. Management personnel in many departments have been somewhat adrift since their subordinate employees have organized and negotiated collectively for their compensation six years ago. Although the City has discouraged managers from joining unions and associations to collectively negotiate for their salaries, it has failed to provide them with any alternative. As a result, they often have not been kept up to date on events

concerning the organized employees, and their own salary and benefit adjustments have often been set by those adjustments negotiated for employee groups. The effect of this has been a feeling of increased alienation, and in some instances almost as if an afterthought, the formulation of management bargaining units.

The development of a management program supported by effective communications will do much in correcting this situation. It should be noted that in the event of a strike, management personnel will be the ones responsible for providing essential city services and it will be essential to have their support if vital city services are to be continued.

An effective management program should also recognize and compensate those employees who work many extra, unpaid hours. Many management employees attend numerous night meetings related to city and community activities on their own time. They also must put in extra time to meet project deadlines or to manage an extra large workload or to develop innovations in city services. Some form of recognition is needed for these extra efforts.

This problem is especially acute among classes ineligible for paid overtime. For example, police sergeants who work a 40-hour week and are compensated at a premium rate for overtime often gross more in salary than police lieutenants. Thus, the police lieutenant not only has a greater responsibility and puts in as many or more work hours than a police

sergeant, but is actually paid less. The contrast between public safety employees and administrative personnel is even more acute. Police officers and fire fighters annually earn more than many management employees due to overtime and premium pay. A management program could help balance out the inequities of earnings between management and non-management personnel.

In addition to the advantages listed above, an effective management program is needed if Mountain View is to compete for top managerial talent. Many local agencies have already adopted such programs and others are considering them. A management program would be a valuable asset in retaining Mountain View's outstanding employees and in attracting top talent to positions which become available.

In summary then, the key to a successful management program is the development of an integrated system which will develop management personnel, challenge them to improve their performance, and tie this performance to compensation and recognition.

II. COMPONENTS OF THE MANAGEMENT PLAN

There are two components of the proposed management plan:

- 1) Management Compensation, and 2) Management Development.

A. Management Compensation

Management Compensation is the total measurable compensation paid to a manager. It includes direct

payments such as base salary and indirect benefits such as the home to work use of a city provided automobile. The management compensation component ideally provides a system whereby the manager can be motivated to perform at a higher level by tying performance to compensation. The proposed system will provide a mechanism through which the manager's base compensation is set at a level comparable to his counterparts in 20 Bay Area cities. As proposed it will retain the flexibility to appropriately compensate the newly appointed management employee as well as the average and outstanding performer.

Methodology

Compensation shall be comprised of the following factors: base salary, city contributions for retirement, city contributions for insurances (medical, life, etc.), deferred compensation, automobile allowance, and any other direct compensation payments.

Annually, in the month of July, the Personnel Officer shall conduct a compensation survey to determine the total direct compensation paid by 20 San Francisco Bay Area cities to positions included in the City of Mountain View's management plan. The cities to be surveyed will be those ten cities in the nine Bay Area counties that are immediately larger in population than Mountain View and the ten cities immediately smaller (see Table I). The data

collected will reflect the actual compensation paid at the time of the survey. In order to eliminate surveying for each management position and as an adequate data sample is not always available for every position, the number of positions surveyed will be substantially less than the number of persons included in the management class. To constitute an adequate data sample, compensation data from five larger and five smaller cities must be available. In the event the data for an established primary survey position should result in an adequate data sample, it will be given a fixed relationship to another primary survey position. In cases where data is not gathered for a position, the compensation for the position will bear a permanent and fixed relationship to one of the survey positions. All positions surveyed will be described as "primary survey positions".

Based on the current organization and personnel, the following are primary survey positions and proposed internal salary alignments:

<u>Group</u>	<u>Primary Survey Positions</u>	<u>Aligned Positions</u>
City Manager	City Manager Assistant City Manager Personnel Officer Staff Assistant	Administrative Assistant Senior Programmer
Fire	Fire Chief Battalion Chief	Assistant Fire Chief Fire Marshal Fire Training Officer
Police	Police Chief Police Captain Police Lieutenant	
Public Works	Director of Public Works Associate Civil Engineer Chief Building Inspector	Asst. Dir. of Public Wks. Sr. Civil Engineer Traffic Engineer Property Agent
Finance	Finance Director	Revenue Officer Accounting Officer Purchasing Agent
Planning	Planning Director Senior Urban Planner	Zoning Administrator
Parks & Rec.	Dir. of Parks & Rec. Parks Superintendent	Recreation Superintendent
Library	Library Director	Supervising Librarian
Maintenance	Public Works Supt.	Shop Supervisor Street Supervisor Water System Supervisor Sewage System Supervisor Bldg. Maint. Supervisor
Legal	City Attorney Assistant City Attorney	
City Clerk	City Clerk	

I. DEPARTMENT HEADS. This group is comprised of the three City Council appointed and seven City Manager appointed department heads. Survey data is readily available and is statistically valid for all positions; therefore, it is recommended that all ten positions be established as primary survey positions.

II. GENERAL ADMINISTRATIVE. This group is comprised of the Assistant to the City Manager, the Personnel Officer, and the Staff Assistant. The survey sample collected for Assistant to the City Manager was not of an adequate size to constitute a valid sample; consequently, it cannot be used as a primary survey position. Therefore, it is recommended that the compensation for this position be established on the basis of internal compensation relationship with the next higher position of Assistant City Manager.

A. Personnel Officer. A good statistical sampling is available for this class. It is recommended that it be established as a primary survey position and its compensation be set on this basis of the annual compensation survey.

B. Staff Assistant. As most Bay Area cities have positions comparable to the Staff Assistant and a good statistical sampling results, it is recommended that this position be established as a primary survey position and its compensation be set on the basis of the annual management compensation survey.

C. Administrative Assistant. Although a valid statistical sampling can be obtained, the position of Administrative Assistant is one of a Staff Assistant with program responsibility. Aligning it on a relationship with Staff Assistant is a sound approach and eliminates an additional primary survey position.

III. FIRE MANAGEMENT GROUP. Fire Management Personnel include the Assistant Fire Chief, the Battalion Chief, the Fire Training Officer, and the Fire Marshal.

A. Assistant Fire Chief. Although there is an adequate survey sample available for the Assistant Fire Chief position, there is no particular advantage to surveying it as it can be aligned on a relationship with the Fire Chief position. It is therefore recommended that the Assistant Fire Chief's compensation be aligned with that of the Fire Chief and that base compensation be established on this basis annually.

B. Battalion Chief. It is recommended that the Battalion Chief classification be established as a primary survey position. It is a readily identifiable class with compensation rates available in most of the Bay Area cities.

C. Fire Training Officer. This position varies in level of responsibility and job classification from agency to agency. As a result, an adequate survey sampling could not be obtained. Depending on budgetary and interagency training,

the Fire Training Officer class may not be utilized in the future; thus, there may be no need to set a rate for this classification. However, if a rate is established, it is recommended that the internal salary relationship within Battalion Chief be established.

D. Fire Marshal. There are comparable positions in the Bay Area which could be surveyed for this class, but the level and variety of program responsibilities would not result in meaningful comparative data. Therefore, it is recommended that the compensation for the Fire Marshal be annually adjusted on the basis of the Fire Chief primary survey data.

IV. POLICE MANAGEMENT GROUP. In this department there are two management classes; the Police Captain and Police Lieutenant. Good survey data is available for both classes and each can be established as primary survey positions.

A. Police Captain. It is recommended that the Captain classification be established as primary survey position in the Police Management Group.

B. Police Lieutenant. It is also recommended that the Police Lieutenant class be established as a primary survey position.

V. PUBLIC WORKS MANAGEMENT. Public Works Management Group consists of the Assistant Director of Public Works, Chief Building Inspector, Property Agent, Traffic Engineer, Sr. Civil

Engineer--Shoreline and Water Division Engineers, Associate Civil Engineer, and Administrative Assistant. MOC Division Heads are not being considered in this group but are instead incorporated in a separate section with other maintenance division heads. As the latter Administrative Assistant is covered in the City Manager grouping, it also is excluded from discussion.

ENGINEERING. The Engineering series is comprised of the Traffic Engineer, Sr. Civil Engineer, and Associate Civil Engineer.

- A. The Associate Civil Engineer. A fair survey sample is readily available for this class and it is recommended that it be established as a primary survey class.
- B. Sr. Civil Engineer. As this class is utilized very uniquely in Mountain View, it is extremely difficult to compare and obtain a survey sample. It is therefore recommended that the Senior Civil Engineer be aligned at a differential above the Associate Civil Engineer for purposes of management compensation.
- C. Traffic Engineer. Although an adequate survey sample can be obtained for the Traffic Engineer class, the Traffic Engineer is a unique class within the City structure which has program responsibility levels comparable to the Senior Civil Engineer. Therefore, it is

recommended that the Traffic Engineer be aligned with the Senior Civil Engineer class and adjusted on the Associate Civil Engineer survey data.

GENERAL MANAGEMENT.

- A. Assistant Director of Public Works. The salary of the Assistant Director of Public Works is organizationally parallel to the Assistant Fire Chief. A minimal survey sample is available if it were established as a primary survey position. A more meaningful relationship would be between the Assistant Director of Public Works and the Director of Public Works. It is recommended that the salary of the Assistant Director of Public Works be adjusted on the primary survey position of the Director of Public Works.
- B. The Property Agent. This position is an unusual one and most difficult to adjust on a logical basis. The position is administrative in nature but requires Engineering knowledge. A valid survey sample for this position is not available. As the position is administrative in nature, it is recommended that its compensation be adjusted on the basis of the Associate Civil Engineer primary survey data.
- C. Chief Building Inspector. A very good survey sample is available for this position. Therefore, it is recommended that Chief Building Inspector be established as a primary

survey position and be used to determine its annual compensation level.

VI. FINANCE MANAGEMENT GROUP. The Finance group is comprised of the Accounting Officer, Purchasing Agent, Revenue Officer, Staff Assistant, Building Maintenance Supervisor, Shop Supervisor, and Senior Programmer. As the Staff Assistant is included in the City Manager grouping, it is excluded from this section. The Building Maintenance Supervisor and Shop Supervisor are also excluded as they are included in the Maintenance group.

A. Revenue Officer/Accounting Officer/Purchasing Agent. The Revenue Officer position is a unique classification in the Bay Area and there is insufficient data on which to establish a survey sample. Although better survey samples are available for the Purchasing Agent and Accounting Officer classes, the data is inadequate to use in establishing either class as a primary survey position. Thus, it appears the only appropriate method of setting compensation of the three Finance Division Heads is to align them with the primary survey position of Finance Director. It is recommended that these three positions be aligned with the Finance Director.

B. Senior Programmer. The Senior Programmer's class was established last year with a salary differential over that of the Staff Assistant. As there is an inadequate

survey sample, it is recommended that the compensation of the Senior Programmer be set at a differential above that of the primary survey data for Staff Assistant.

VII. PLANNING MANAGEMENT GROUPING. The Planning Management grouping consists of the Zoning Administrator and the Senior Urban Planner classifications.

- A. Senior Urban Planner. As a fair survey sample is available for the Senior Urban Planner class, it is recommended that it be established as a primary survey position.
- B. Zoning Administrator. The survey sample for the Zoning Administrator is too small to constitute a valid sample. Therefore, the Zoning Administrator's compensation must be based on that of some other position. It is recommended that the Zoning Administrator position be adjusted on a fixed relationship with the survey compensation of the primary survey position of Planning Director.

VIII. PARKS & RECREATION MANAGEMENT GROUPING. Management personnel in this grouping consists of the Recreation Superintendent and Parks Superintendent.

- A. Parks Superintendent. A good survey sampling is available for the Parks Superintendent position and it is recommended that it be established as a primary survey position.
- B. Recreation Superintendent. A limited and statistically unacceptable sample is available for the Recreation

Superintendent. Therefore, its compensation must be based on an internal relationship. The Recreation Superintendent is similar to the Parks Superintendent in that both positions are two division heads within the department with parallel program responsibilities. Therefore, it is recommended that these two positions be aligned and compensation be based on the Parks Superintendent primary survey data.

IX. LIBRARY MANAGEMENT DEPARTMENT. The only management position in the Library is the Supervising Librarian. As there is an inadequate survey sample for this position, it is recommended that the compensation of this position be adjusted on the basis of a fixed salary relationship with the City Librarian.

X. MAINTENANCE AND OPERATIONS MANAGEMENT GROUPING. The Maintenance Division group is comprised of the Water Systems Supervisor, Street Supervisor, Sanitation System Supervisor, Shop Supervisor, and Building Maintenance Supervisor. In the past, the compensation of most of these positions was based on a relationship to the Superintendent of Public Works. This relationship has remained despite the abolition of the Public Works Superintendent class. In attempting to survey other agencies, the uniqueness of the maintenance functions almost precludes the establishment of an adequate survey sample to base the salaries of any of them.

A. Shop/Water/Street/Building/Sanitation System Supervisors. The Shop Supervisor is the only position for which an adequate survey sample is available. Major revisions

of the class specifications for these positions are forthcoming due to additional responsibilities that have been thrust on them in recent years. In addition, elimination of the Public Works Superintendent has made several of the positions more accountable as it eliminated one level of supervision. It is recommended that the class of Public Works Superintendent, a non-existent class in this city, be established as the primary survey class and salaries of maintenance division heads be adjusted on a fixed relationship to it.

XI. LEGAL.

A. Assistant City Attorney. This is a new position to be funded in the 1974-75 fiscal year. As the position is unique, being an entry-level attorney class with no definite relationship between that position and the City Attorney, it is recommended that it be established as a primary survey position.

In establishing salary relationships, the following standard differentials were used: 20% difference between a department head and assistant department head; 15% between a full supervisor and his highest paid supervisor; and 5 to 10% between a working supervisor and his highest paid subordinate.

Once established, internal compensation relationship will remain in effect indefinitely. Changes and evaluations of relationships will be made by the Personnel Officer at the direction of the City Manager primarily for two reasons: first as the result of or as part of an organizational change; and second, as a routine, diagnostic review of the management plan. In establishing internal compensation relationships, an attempt was made to preserve existing structures and relationships unless there were substantial reasons to make adjustments.

On the basis of the survey data collected and existing compensation relationships, a compensation range will be established. It will consist of the lowest and highest compensation gathered and the mean compensation. Management personnel will be guaranteed the average (mean) compensation of the survey or the average adjusted by the compensation differential for non-primary survey classes, except in cases of probationary employees or in disciplinary matters. The probationary period for management employees will be flexible and longer than the traditional six-month period due to the complexity of the performance

involved. The length of this period shall be at the discretion of the individual management employee's supervisor and as ratified by the next higher level of management. The guarantee of the average compensation is for normal performance on the job; that is to say, every management employee is expected to adequately perform the specific organizational assignments including management responsibilities. For this performance each is assured the prevailing rate of pay ("Normal performance" is defined in Table II).

Management personnel may earn compensation above the average rate in recognition of performance above average during the previous twelve-month period. Compensation up to 15% above the average may be granted by the supervisor, but must be ratified by the next higher management level. Performance to justify above the average compensation is to be measured on a management by objectives (MBO) approach (which is discussed in the following section).

Once an employee's compensation has been established, he will have the freedom to apply a portion of his compensation to benefits of his choice. All employees must participate in certain benefit programs such as retirement, life insurance, health insurance, and disability insurance. Any remaining compensation may be applied to base salary, additional life insurance, deferred compensation, or other city benefits subject to their availability and the Finance Department's ability to administer them.

An employee will not receive a decrease in his present compensation under the management plan if the average compensation for his position falls below his current compensation rate. Management employees also will be guaranteed the survey average or cost of living adjustment in 1974.

In addition to compensation, management personnel would also be eligible for up to ten days of compensated "management leave." As with compensation levels, the employee's supervisor shall establish the amount of management leave an employee would be eligible for subject to ratification by the next higher level. Employees could then take this leave anytime during the fiscal year; at the end of the fiscal year the City will pay in cash up to 100 percent of the remaining management leave the employee is eligible for.

The management leave provision is not an extra benefit but is instead a method of returning to a management employee at least some of the uncompensated overtime that is required in his job. It is intended that this leave would be used for activities such as personal development, attending to personal business, time with family, and other activities often curtailed by management overtime.

B. Management Development

Management development is equally important to the management plan. In order to develop managerial ability and to measure performance upon which compensation can be based, a meaningful system of performance objectives and measurements are essential. Although several

management systems could be utilized in this regard, a management by objectives system is proposed as the most appropriate for the City of Mountain View.

Management by objectives (MBO) provides a system for total maximization of organizational resources and for bringing vitality and personal involvement of managers to the organization. It allows the individual management employee to become involved in the planning, controlling, and execution of his work. Simply, management by objectives is a process whereby an employee and his supervisor mutually establish work objectives and an implementation plan for the employee and periodically review the progress made in achievement of the objectives. This participative style of management is based on two premises: 1) the clearer the idea one has of what it is he is trying to accomplish, the greater the chances of accomplishing it, and 2) progress can only be measured in terms of what one is progressing towards.

With established objectives and agreed upon measures for their achievement, management employees will be able to directly relate compensation to their performance. It is expected that this will facilitate higher levels of productivity, creativeness, communications and orderly growth within the organization.

In addition to development and implementation of an MBO system, management training will be stressed. It is recommended that each management employee be allowed up

to \$300 per year for his own training and personal development. This will allow participation in seminars, management classes, and other training which will increase their individual skills and knowledges.

A regularly scheduled half-day management seminar is also to be initiated. These seminars would be held three times per year and would be attended by all management employees. They would introduce a topic of mutual interest. In addition to the formal presentation, these meetings will help foster a "management team" concept and identity and will provide a forum for the exchange of information and discussion of problems.

III. COST TO THE CITY.

The additional cost accompanying the management compensation model is not precisely known at this time. It should be between 8.2% (cost of living base) and a maximum of 15% above the survey average. It should be noted, however, that very few positions, if any, will be set at the latter maximum.

The following is an estimate of additional costs:

Training Allowance	\$16,200*
Management Seminars	1,080
Management Leave	16,500
MBO Training	HUD Grant

*Assumes maximum payment to all management employees

Funds have been included in the proposed 1974-5 budget for these expenditures.

APPENDIX

TABLE I

1974 MANAGEMENT SURVEY AGENCIES

(The 10 Bay Area cities immediately smaller
than Mountain View and the 10 immediately larger)

<u>City</u>	<u>Population</u>	<u>City</u>	<u>Population</u>
Alameda	74,500	San Bruno	37,700
Concord	94,900	San Leandro	70,300
Daly City	70,500	San Mateo	78,991
Fairfield	50,000	San Rafael	39,600
Hayward	96,900	Santa Clara	92,100
Livermore	43,750	Santa Rosa	58,656
Napa	40,176	So. San Francisco	47,600
Palo Alto	55,835	Sunnyvale	104,900
Redwood City	55,750	Vallejo	74,800
Richmond	80,800	Walnut Creek	44,800
Average Population		65,627	
Mountain View Population		59,800	

TABLE II

SITUATIONAL STANDARDS FOR NORMAL PERFORMANCE

The Basic Requirements For Any Management Position

Planning. To anticipate future needs and make plans for meeting them. To recognize potential problems and develop strategies for averting them.

Organizing. To efficiently and economically organize and carry out the operation for which you are accountable.

Coordinating. To coordinate all activities related to work goals. To maintain cooperation and coordination with other departments and divisions.

Leadership. To create a leadership climate providing challenge and motivating employees to high performance.

Budgeting. To prepare operational and capital budgets and to expend within adopted budgeted limits.

Public Relations. To maintain a high level of contact with the public and meet the needs of the public within available resources.

Employee Relations. To equitably adjust grievances among subordinate employees.

Personnel Development. To train and develop subordinate employees.

Management. To provide quality achievement in your job. To make sound judgments and decisions. To be creative and decisive. To set and achieve goals and objectives. To adjust plans to accommodate unforeseen and uncontrollable factors.

Personal Development. To remain aware of current developments and writings in the field of public administration and your career field. To develop personal traits and characteristics necessary to make your performance effective.

TABLE III	
MANAGEMENT CLASSES	
A.	<u>Department Heads</u>
	City Manager
	Assistant City Manager
	Fire Chief
	Police Chief
	City Attorney
	City Clerk
	Director of Public Works
	Director of Finance
	Director of Parks and Recreation
	Director of Planning
	Library Director
B.	<u>Public Safety</u>
	Battalion Chief
	Fire Training Officer
	Fire Marshal
	Assistant Fire Chief
	Police Captain
	Police Lieutenant
C.	<u>General Management</u>
	Assistant to City Manager
	Staff Assistant
	Senior Programmer
	Revenue Officer
	Accounting Officer
	Purchasing Agent
	Personnel Officer
	Administrative Assistant
D.	<u>Planning and Engineering</u>
	Assistant Director of Public Works
	Senior Civil Engineer
	Associate Civil Engineer
	Traffic Engineer
	Zoning Administrator
	Senior Urban Planner
	Property Agent
	Chief Building Inspector
E.	<u>Library - Recreation</u>
	Supervising Librarian
	Recreation Superintendent
	Parks Superintendent
F.	<u>Field Operations</u>
	Shop Supervisor
	Streets Supervisor
	Water System Supervisor
	Sanitation System Supervisor
	Building Maintenance Supervisor
G.	<u>Legal</u>
	Assistant City Attorney

RECOMMENDED CHANGES IN THE
PERSONNEL RULES AND REGULATIONS

Section 1.05 - Definition of Terms (Addition)

(32) Management Employee. An employee with significant responsibilities for formulating and/or administering city policies and programs and who has the authority to exercise independent judgment where the exercise of independent judgment is not merely of a routine nature but requires the use of discretion.

Section 5.06 - Probationary Period (Amendment and Addition)

(1) With the exception of (change "Firemen and Policemen" to) firefighters, police officers, and management employees, original and promotional appointments shall be tentative and subject to a probationary period of six months . . .
ADD: "Management employees, on original and promotional appointments, shall be subject to a probationary period of indefinite duration to be established by the management employee's supervisor and ratified by the next higher level of management." Upon satisfactory completion of the probationary period, the employee shall be granted permanent status.

Compensation Section 12.00

Section 12.01 - The Compensation Plan (Addition)

ADD: "All employees except management employees shall be compensated on the basis of the compensation plan." The compensation plan . . .

Recommended Changes in the
Personnel Rules and Regulations

Section 12.09 - (Addition)

"Management employees shall be compensated on the basis of a management compensation program as established by the City Manager and approved by the City Council.

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